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**AIR FORCE MATERIEL COMMAND  
Supplement 1**

**2 NOVEMBER 1999**

**Personnel**

**FAMILY SUPPORT CENTER PROGRAM**

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Supersedes AFR 36-3009, 12 April 1994.

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This instruction implements AFPD 36-30, *Military Entitlements*, Department of Defense (DoD) Instruction 1342.22, *Family Centers*, December 30, 1992. It provides the authority and criteria for establishing Family Support Centers (FSC), defines FSC programs. This instruction directs collecting and maintaining information subject to the *Privacy Act of 1974* authorized by Title 10, United States Code, Section 8013 and DoD Instruction 1342.22, *Family Centers*. System of Records F035 AF DP A applies. It provides FSC facility, staffing, funding and operating guidelines. It prescribes the forms used and records maintained. Send comments and suggested improvements on Air Force Form 847, **Recommendation for Change of Publication**, through channels, to SAF/AADP, 110 Luke Avenue, Suite 300B, Bolling AFB DC 20332-9080. Any major command (MAJCOM) may supplement this instruction with prior approval of HQ USAF/DPCHF. MAJCOMs must send one copy of their supplement to SAF/AADP, 110 Luke Avenue, Suite 300B, Bolling AFB 20332-9080. See **Attachment 1** Attachment 1 for Glossary of References, Abbreviations, Acronyms and Terms.

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**(AFMC)** This supplement expands on the guidance contained in AFI 36-3009 as pertains to the roles and responsibilities of Family Support Center (FSC) management and staff. It does not apply to US Air Force Reserve (USAFR) or Air National Guard (ANG) units or members. Send recommended changes on AF Form 847, **Recommendation for Change of Publication**, to HQ AFMC/DPXF, 4375 Chidlaw Road, Suite 6, Wright-Patterson AFB OH 45433-5006.

**SUMMARY OF REVISIONS**

This revision expands the eligibility for usage to all DoD personnel, their families, and the Guard and Reserve and their families **1.**(paragraph 1). It restates functions formerly found in AFR 30-7; the role of the Deputy Director **2.8.**(paragraph 2.8) and guidance for the Family Services Program **5.6.**(paragraph 5.6). It defines new Family Readiness Coordinator position **2.9.**(paragraph 2.9). It includes guidance for the Air Force Community Action Plan **2.6.1.**(paragraph 2.6.1); the new Air Force Volunteer Excellence

Award 4.4.1.(paragraph 4.4.1); and the Integrated Delivery System Subcommittee of the CAIB 7.5.1.(paragraph 7.5.1). Functions previously identified as FSC Services are now defined as Core Activities 3.(paragraph 3). Change the Family Action Information Board (FAIB) to Community Action Information Board (CAIB) 7.(paragraph 7). New or revised material is indicated by a .

(AFMC) This supplement further defines requirements for the overall management of the Family Support Center and deliverance of services to eligible DoD personnel and their families, and establishes specific procedures in support of the Family Readiness Program.

**AFI 36-3009, 1 February 1997, is supplemented as follows:**

**1. Concept of Operation.** This instruction establishes the following concept of operation for Air Force FSCs:

- 1.1. Assist Commanders in their responsibility for the health and welfare of the military community.
- 1.2. Support mission readiness by helping individuals and families adapt to the changes and demands of military life.
- 1.3. Serve DoD personnel and families, to include all services and Guard and Reserve members while on active duty, DoD civilians and their eligible family members, other eligible uniformed members, military retirees, and their eligible family members.
- 1.4. Align functionally under the Mission Support Squadron Commander with sufficient qualified staff to meet local workload requirements.
- 1.5. Act as consultant with family readiness planning during peacetime to ensure family members are prepared for unique role and responsibilities associated with activation of the National Guard or Reserve.

**2. Responsibilities and Authorities.** This instruction establishes the following responsibilities and authorities:

- 2.1. The Deputy Chief of Staff for Personnel (HQ USAF/DP) establishes and directs policy, oversees implementation of the Air Force Family Matters (AFFAM) strategic plan, and provides resources for the FSC program.
- 2.2. As office of primary responsibility (OPR), the Chief of Human Resources Development Division (HQ USAF/DPCH) is responsible for the following:
  - 2.2.1. Administers and manages the FSC program by developing and disseminating policy, plans, and program guidance.
    - 2.2.1.1. Responsible for oversight of the HQ USAF internet home page on FSC
    - 2.2.1.2. Responsible for developing, coordinating and implementing the AFFAM Strategic Plan.
    - 2.2.1.3. Responsible for coordination on, development of, and oversight of DoD/AF Standards for FSCs.

2.2.2. Ensures compliance with Air Force FSC policies and procedures and conducts and monitors research on family issues.

2.2.3. Develops budget and addresses resource issues, to include manpower, in support of FSC program requirements.

2.2.4. Develops and forwards to OASD (FM&P), for review and approval, a comprehensive evaluation system to measure the effectiveness of FSCs to include a management information report, an Air Force-wide needs assessment survey, and Air Force-wide measurement criteria.

2.2.5. Approves waivers and exceptions to the requirements of this instruction.

2.2.6. Coordinates Air Staff Community Action Information Board (CAIB).

2.2.6.1. Purpose: The Air Staff CAIB serves as the Headquarters forum for identifying individual/family related issues, needs and resources.

2.2.6.2. Mission: The Air Staff CAIB acts as a cross functional body to develop and direct policy which resolves identified individual/family issues.

2.2.6.3. Membership parallels that stated in Attachment 2, para A2.1 as appropriate.

2.2.6.4. Collaborates and coordinates on the Air Force Community Action Plan.

2.3. MAJCOM commander ensures each active duty installation in the command with a military population of at least 500 establishes and maintains an FSC and assigns responsibility for the command's FSC program to the Director of Personnel (DP).

2.4. MAJCOM Director of Personnel (DP) oversees the command's FSC programs, ensures compliance with HQ USAF/DPCH policy and designates a MAJCOM Family Program Manager to manage the command's FSC programs.

2.5. MAJCOM Family Program Manager provides policy guidance, resource support, and technical assistance to base FSC programs and is responsible for the following:

2.5.1. Develops budget to support each command FSC program requirement.

2.5.2. Coordinates and implements the AFFAM strategic plan within the command FSCs.

2.5.3. Provides for recurring professional staff development training for FSC personnel.

2.5.4. Ensures the Director and Deputy Director attend the appropriate qualification course conducted by Air University within 1 year of assignment to the position.

2.5.5. May supplement this Air Force Instruction to meet command mission requirements.

2.5.6. Ensures that FSCs within their MAJCOM are providing services as required by this AFI and other guidance.

2.5.7. Electronically sends the command FSC Spreadsheet *Statistical Summary Report*(RCS: HAF- DPC [Q]8401) to HQ USAF/DPCH not later than 31 January, 30 April, 31 July, and 31 October of each year. This report is designated emergency status Code C 2. Continue reporting during emergency conditions, precedence delayed. Submit data requirements as prescribed, but they may be delayed to allow the submission of higher precedence reports. Statistical data for the Relocation Assistance and Transition Assistance Programs should be submitted IAW AFIs 36-3011 and 36-3022 respectively.

2.5.8. Coordinates MAJCOM CAIB.

2.5.8.1. Purpose: The MAJCOM CAIB serves as the forum for identifying individual/family related issues, needs and resources.

2.5.8.2. Mission: The MAJCOM CAIB acts as a cross functional body to develop and direct policy which resolves identified individual/family issues.

2.5.8.3. Membership parallels that stated in Attachment 3, para A3.1 as appropriate.

2.5.8.4. Reviews base level Community Action Plans and works to resolve those issues within MAJCOM scope of control. Forward to Air Staff, within 90 days of receipt from installations, those issues identified as beyond MAJCOM scope of control.

2.5.9. Collaborates and coordinates on the MAJCOM Community Action Plan.

2.5.10. Develops command goals and objectives which can be measured and evaluated.

2.6. The Installation Commander identifies, staffs, funds and ensures the availability and quality of FSC facilities, services and programs.

2.6.1. Ensures development and implementation of base Community Action Plan every two years. It should be accomplished within six months of the completion of the Air Force Community Needs Assessment. This plan may be incorporated into the installation strategic planning process.

2.6.1.1. Elicits a list of concerns about family/community issues, programs, problems, etc., presented to CAIB. Data can be gathered directly from grass roots focus groups, needs assessments, local surveys, etc.

2.6.1.2. Forward to MAJCOM those issues or problems that cannot be resolved at base level.

2.7. The FSC Director manages and leads the FSC program and consults with the installation commander for family issues and is responsible for the following:

2.7.1. Develops and oversees execution of the FSC budget.

2.7.2. Coordinates and implements the AFFAM strategic plan at the FSC.

2.7.3. Selects the FSC Deputy Director who assists the Director in the overall management of the FSC. Selection is subject to approval by Installation Commander and criteria at attachment 4.

2.7.4. Develops and implements a marketing plan for all FSC activities.

2.7.5. Ensures all core activities and core programs are available to all eligible personnel, including those at geographically separated units, and are coordinated with other Federal, state, and civilian agencies.

2.7.6. Ensures all FSC staff attend appropriate training within one year of assignment to the position and appropriate staff development on a recurring basis as required.

**2.7.7. (Added-AFMC)** Ensures FSC has an effective self-assessment program.

2.8. The Deputy Director assists the director in the overall management of the FSC and is responsible for the following:

2.8.1. Manages resources and Information Management Systems.

**2.8.1. (AFMC)** Manages resources, information management systems, and administrative operations. Supervises administrative personnel.

2.8.2. Assists in planning and coordinating family policy and programs.

2.8.3. Manages and executes the FSC budget, including the procurement of contracted services. Transition and Relocation budgets will be managed IAW the appropriate AFIs.

2.8.4. Promotes FSC programs/services at Chief's groups, First Sergeant's Groups and other applicable forums. Serves as military advisor to the FSC Director and staff.

2.9. The Family Readiness Coordinator assists the director in all aspects of family readiness activities, i.e. those mechanisms essential for enhancing readiness by supporting families throughout all stages of deployments, mobilizations, separations, local or national emergencies/disasters, and evacuations.

2.9.1. Coordinates readiness activities of all core FSC programs.

2.9.2. Aids and assists with those requirements outlined in paragraph 3.

2.9.3. Maintains familiarity with base contingency/operational plans as they relate to family readiness.

**2.9.4. (Added-AFMC)** In order to fully meet requirements of the position, incumbent should not be assigned augmentee duties during mobilizations/contingencies.

**3. Core Activities.** This instruction establishes the following core activities provided by FSCs. These activities are integral to each FSC program and should be performed by all FSC personnel. Every activity requires outreach to deliver services/programs beyond the walls of the FSC. An annual Outreach Plan will define targeted populations, needs, resource shortfalls, outreach strategies and impact. This plan should be coordinated with other outreach and prevention efforts.

3.1. Family Readiness. Provides preparation information and on going education and assistance to individuals, families and leadership. The information, education and assistance efforts are aimed at preparing military members and families to be optimally prepared for all facets of military life.

3.1.1. Provides assistance and support to individuals, families and leadership during mobilization and deployments, evacuations, local/national emergencies and disaster response. Ensures development and implementation of a written readiness response plan and its incorporation into installation operations planning.

3.1.2. Implements support programs for family members separated due to deployments, remote tours, etc. ( e.g. "Hearts Apart").

**3.1.3. (Added-AFMC)** FSC will offer formal training, consisting of all phases of deployment and support services offered by the FSC to help families during deployments, extended TDYs and remote tours of duty. Training should be completed by all personnel in deployable positions not later than 60 days after being assigned to those positions.

**3.1.4. (Added-AFMC)** FSC will be included on MPF deployment/extended TDY (30 + days) processing checklist.

**3.1.5. (Added-AFMC)** FSC's role in disaster preparedness planning will be clearly outlined in Base Operations Plan 32-1, Annexes A (Major Peacetime Accident) and B (Natural Disaster). As

a minimum, FSC's inputs to Annex A should include initial response to crisis, initial assistance to affected parties, and long-term assistance. Annex B should reflect the FSC's role during initial phase of evacuation, at intermediate stops, safe havens, and final destination.

**3.1.6. (Added-AFMC)** FSC representation on mobility lines to ensure deploying member knows assistance is available to family members during his/her absence, and to offer last minute assistance as appropriate is strongly recommended.

3.2. Information, Referral and Follow-up. Helps DoD personnel and their families identify and clarify needs and determine appropriate forms of assistance and provides linkage to those resources. Appropriate referral is ensured through follow-up. Staff reports trends and gaps in services for policy, planning and coordination purposes. Staff should be designated to update and manage the information and referral data base and coordinate base-wide data input.

3.3. Policy, Planning and Coordination. Identifies family issues and trends by working with a wide range of civilian and military agencies and through formal and informal assessment mechanisms. Provides analysis to appropriate functions and advocates policies and procedures to resolve identified issues.

3.4. Leadership Consultation. Provides information and assistance to the installation commander and unit leadership to address individual and family concerns. FSC Director should meet with new commanders and First Sergeants within 60 days of their arrival.

3.5. Life Skills Education. Provides a range of prevention and enrichment services designed to strengthen the adaptability of individuals and families to the demands of military life.

3.6. Crisis Assistance. Gives immediate, short-term support to help individuals and families with challenging life situations.

**4. Core Programs.** This instruction establishes the following baseline programs for the FSC:

4.1. Personal Financial Management Program (PFMP). Offers information, education and personal financial counseling to help individuals and families maintain financial stability and reach their financial goals.

4.1.1. Provides education to all personnel upon arrival at their first duty station, to include at a minimum, facts about PFMP, checkbook maintenance, budgeting, credit buying, state or country liability laws and local fraudulent business practice. Provides refresher education to all E4s and below upon arrival at new installation.

**4.1.2. (Added-AFMC)** PFMP Manager:

- Trains and monitors volunteer financial counselors when used.
- Consults with commanders and first sergeants on trends affecting unit members and serves as a consultant to assist with problem solution. Compiles economic profile on community, keeping director and staff informed of financial issues concerning the community.
- Provides news articles, news briefs, etc., to assist DoD personnel and families in managing their personal finances.
- Uses all means of base publicity channels (media, commanders' calls, spouse groups, etc.) to provide verbal and written information that focus on financial matters.

- Works closely with AFASO when a financial crisis occurs, providing counseling as necessary.

4.2. Air Force Aid Society (AFAS). Provides a method to resolve short-term financial difficulties through direct liaison with HQ AFAS and operates in accordance with AFI 36-3109.

4.3. Career Focus Program (CFP). Assists individuals and family members with short and long term career goals. Provides employment skill training to prepare customers for local and long distance job search. The CFP includes: local labor market information, skills and interests identification, skills development workshops, job bank or job referrals, linkages to job alternatives, networks for employment contacts, networks for support, and marketing.

**4.3.1. (Added-AFMC)** CFP Manager routinely collaborates with TAP, RAP, PFMP, VRP and AFAS on job fairs and part-time job opportunities.

4.4. Volunteer Resource Program (VRP). Coordinates installation volunteer recruitment, training and recognition in conjunction with other base agencies.

4.4.1. Program managers will administer the Air Force Volunteer Excellence Award as specified in Attachment 5.

4.5. Relocation Assistance Program (RAP). The FSC is the focal point for relocation assistance at the installation level. As an integral program in the FSC, provides information and services to relocating DoD individuals and their families. Facilitates the coordination and collaboration of diverse relocation services in accordance with AFI 36-3011. FSC staff facilitate the use of all FSC Activities/Programs to assure quick adjustment to the relocation process.

4.6. Transition Assistance Program (TAP). The FSC is the focal point for transition assistance at the installation level. As an integral program in the FSC, provides information and services to separating and/or retiring individuals to assist in a smooth transition from the Air Force. These services are offered to all eligible military and DoD civilians and their families. This program is operated in accordance with AFI 36-3022.

4.7. Family Life Education Program (FLEP). Enhances the individual's knowledge, skills, and abilities to anticipate and meet challenges throughout the various stages of the family life cycle.

**5. Special Considerations.** This instruction establishes the following special considerations for FSC operations:

5.1. Counseling. Counseling is used to assess and match family member needs with community resources, to facilitate access to and use of referral resources, and to monitor the total referral process. Clinical counseling and therapy are prohibited in the FSC.

5.2. Privacy. Information obtained from individuals and FSC records must be appropriately safeguarded to protect an individual's privacy. However, certain instances governed by regulations and statutes require reporting to appropriate authorities. Prior to obtaining information from a client, FSC staff must inform clients that information may be released under limited circumstances.

**5.2. (Added-AFMC)** Privacy circumstances. Clients must sign the informed consent statement, which then will be attached to the AF Form 2800.

5.2.1. Instances to report include (but are not limited to): *Personnel Reliability Program* (AFI 36-2104), *Family Advocacy Program* (AFI 40-301), and the commission of a crime in violation of Uniformed Code of Military Justice, federal or state law.

5.2.2. Clear threats to mission accomplishment or individual safety require reporting to proper authorities.

5.2.3. Disclosure of any FSC records must be in compliance with AFI 37-132, *Privacy Act Program*.

5.3. Criteria for Service Delivery. The FSC offers programs and services that may be either proactive or reactive, using the following criteria:

5.3.1. Needs Validation. Services and programs will be based on needs validated by an assessment process.

5.3.2. Relates to Individuals/Families. Services and programs will focus on the issues and concerns across the life cycle of individuals and families.

5.3.3. Duplication. The FSC will not assume responsibility for services and programs that fit within the purview of other military agencies or are available and accessible from other resources.

5.3.4. Collaboration. The FSC will collaborate with other agencies and resources to enhance the quality and availability of programs and services for DoD personnel.

5.3.5. Prevention. Services and programs will focus on prevention and individual/family development to enhance the well-being of individuals and families to strengthen their adaptation to military life.

5.4. Volunteers. Volunteers may be used in support of FSC activities.

5.5. Donations. FSC is authorized to accept donations according to AFI 51-601, *Gifts to the Air Force*.

5.6. Family Services Program (FSP). Air Force's traditional volunteer organization that assists service members and their families. The FSP is an optional program based on local needs and availability of volunteers.

5.6.1. Is under the overall supervision of the FSC Director.

5.6.2. Nonappropriated funds (NAF) may be used to fund selected FSP services IAW guidance in AFI 34-201, *Use of Funds*. Examples include items in lending closets, and uniforms, awards, and child development services for volunteers. Budgets should be submitted through the NAF Council for approval by the installation commander. Donations may be used to augment requirements.

**6. Resources and Data Management.** This instruction establishes the following guidelines for FSC resources and data management:

6.1. Facilities. Facilities should be easily identifiable and within close proximity to other support activities to allow for easy accessibility. FSCs must meet facility requirements as outlined in AFH 32-1084, *Facility Requirements Handbook*.

6.1.1. Facility furnishings should be durable, comfortable, attractive and consistent with a warm, inviting environment.



6.1.2. As a minimum, design standards should include:

- Reception/waiting area.
- Administrative support area.
- Adequate work areas.
- Private counseling areas.
- Conference and classroom areas.
- Kitchen.
- Storage and supply area.
- Resource or reference area.
- Restrooms.
- Allow for collocation of other family related activities.

6.2. Funding. FSC funding will be provided through normal Air Force Budget/Manpower cycle. Since the FSC is an appropriated fund agency, NAF are only authorized for the Family Services Program.

6.2.1. NAF support for volunteers will be implemented IAW AFI 34-201.

6.3. Records/Forms. FSC will maintain records/forms (see attachment 2) for these purposes:

- Identification and Demographics.
- Needs Validation.
- Documentation of Service.

6.4. Reports. Data generated by the FSC may be used to support other mission readiness and family related activities (see attachment 2). FSC will send the following reports to MAJCOM. Electronic data compilation and transmission are strongly encouraged:

- FSC Statistical Summary Report. Spreadsheet to be forwarded, electronically, to MAJCOM by 15 January, 15 April, 15 July and 15 October. MAJCOMs will forward aggregated summary electronically to HQ USAF/DPCH by 31 January, 30 April, 31 July, and 31 October.

**6.4. (Added-AFMC)**

- RAP Quarterly Report. Forward electronically to MAJCOM by 15 January, 15 April, 15 July and 15 October.
- TAP Quarterly Report. Forward electronically to MAJCOM by 10 January, 10 April, 10 July and 10 October.

6.5. Computer hardware, software, and training will be compatible with mission requirements.

**7. Community Action Information Board (CAIB):** This instruction establishes the following concept of operations.

7.1. Purpose. The CAIB serves as the installation forum for identifying and resolving individual/family related issues, needs and resources.

7.2. Mission. The CAIB identifies gaps in services, raises issues impacting DoD individuals and families and provides solutions to resolve the identified issues and concerns. It acts as a cross-functional body to ensure coordination of services.

7.3. Membership: The CAIB will be chaired by the installation commander. If delegated. The FSC Director is the OPR for the CAIB. Although not restricted, membership must include those individuals specified in attachment 3 (para. 3.1.). Consider inviting a variety of agencies/individuals who have a direct impact on the quality of life for single members and families in the community.

**7.3. (AFMC) Membership.** Change "If delegated." to read "If delegated, chairperson will be no lower than Spt Gp/CC."

7.4. The CAIB will complete a formal community needs assessment not less than every three years and develop/implement the installation level Air Force Community Action Plan.

7.5. Subcommittees: Special consideration will be given to the creation of a Relocation Assistance Coordinating Committee (RACC) and Transition Assistance Coordinating Committee (TACC). These subcommittees will operate IAW AFI 36-3011 and AFI 36-3022 respectively. However, these activities can be assumed by the CAIB. When the CAIB serves as the RACC and TACC, it will include those members specified at attachment 3 (para. 3.2.1.2 and 3.2.2.2.). Additionally, standard agenda items will address relocation, transition and volunteer issues. Other subcommittees or task forces may be established.

#### 7.5.1. Integrated Delivery System Subcommittee (IDSS)

7.5.1.1. Purpose. The IDSS coordinates and collaborates on all preventive, educational programs aimed at individual/family well being and readiness. It ensures there are no redundancies or gaps in available programs/services by using I & R as its foundation. It supersedes other committees, meetings or working groups involved with similar concerns.

7.5.1.2. Mission. The IDSS collaborates to develop a comprehensive, coordinated plan for outreach and the marketing and presenting of all individual/family prevention programs. This plan is presented to the CAIB chairperson with metrics to measure both process and outcome. Outcome measures may use a wide variety of data and climate assessments.

7.5.1.3. Membership. The core members of IDSS are from the following agencies: Chapel, Family Advocacy, Family Support, Mental Health, Health and Wellness, and Family Member Support Flight. Others as appropriate may participate.

7.5.1.4. Chairperson is selected by the wing commander.

**7.5.1.5. (Added-AFMC)** If the Health Promotion Working Group (HPWG) is combined with the IDS, then requirements of AFI 40-101, Health Promotion Program, must be met.

#### **A4.2. (Added) Duties And Responsibilities:**

- Provides military and civilian families assistance and support before, during, and after times of local or national emergencies, disasters, mobilizations, deployments, separations, or evacuations.
- Supports the overall FSC functional mission with emphasis on issues related to readiness, disasters, and other contingencies.

- Provides family readiness-related training to FSC staff on a regular basis and to other agencies as needed.
- Assists Family Support Center staff in developing family readiness publications, plans, marketing, education, and information.
- Ensures FSC Readiness Plan is approved, signed, and referenced in base disaster plans.
- Designs and uses evaluation systems to measure FSC response to family readiness and emergency situations.
- Represents the FSC in base contingency, mobility, and disaster preparedness planning ensuring that planning activities include family readiness directed at both individuals and their families.
- Ensures readiness-related statistics are compiled and reported as needed.
- Coordinates with and assists the base Community Action Information Board on issues of readiness for members and their families.
- Networks with both on- and off-base service providers and agencies to coordinate service for members and families in times of readiness, emergencies, evacuations, etc.
- Plans and manages support services, programs, and activities during all separations of significant duration.
- Is responsible for family support groups and related support activities that provide services during family separations.
- Is responsible for the planning, establishment, and management of a Family Assistance Center (FAC).

**A4.2.1. (Added) Controls Over Work:** Works under the supervision of the Family Support Center director who provides general program guidance and resources and relies upon incumbent to exercise sound judgment and initiative in carrying out responsibilities. Work is evaluated in terms of overall program effectiveness, soundness of recommendations, and effective use of resources. Guidance material is available but not always specific to every situation and requires interpretation and adaptation due to the complexity of situations encountered.

**A4.2.2. (Added) Special Duty Qualifications:**

- Knowledge. Mandatory knowledge of base and community support/service agency functions, base deployment mission and issues, and Air Force organization and administration.
- Education: For entry into this SDI, completion of high school or general education equivalency is mandatory.
- Training: For retention in this SDI, successful completion of HQ AF Family Matters-prescribed training, and any MAJCOM-prescribed training.
- For retention in this SDI, demonstrated familiarity with and understanding of AF, MAJCOM, and base instructions and policies related to readiness issues, to include but not be limited to: AFI 10-2, 10-402, 10-403, 10-416; 36-507, 36-2908, 36-3009, 36-3011, and others as required.

- Experience: Qualification in any AFSC at the grade of Technical Sergeant is mandatory.
- Other: The following are mandatory for entry into this SDI:
  - Demonstrated ability to speak and write effectively and clearly.
  - Demonstrated familiarity with AF support services/agencies.
  - Competency in Microsoft Word, Excel, and Power Point

**8. Forms Prescribed.**

8.1. Air Force Form 2800, Family Support Center Individual/Family Data Card (OMB No. 0701-0070).

8.2. Air Force Form 2801, Family Support Center Interview and Follow-up Summary (OMB No. 0701-0070).

8.3. Air Force Form 2805, Family Support Center Volunteer Data Card and Service Record (OMB No. 0701-0070).

8.4. Spreadsheet, Family Support Center Statistical Summary (RCS: HAF- DPC[Q]8401)

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**Attachment 1****GLOSSARY OF REFERENCES, ABBREVIATIONS, ACRONYMS AND TERMS*****References***

Department of Defense Instruction 1342.22, *Family Centers*

AFPD 36-30, *Military Entitlements*

AFI 34-201, *Use of Funds*

AFI 36-2104, *Personnel Reliability Program*

AFI 36-3011, *Relocation Assistance Program*

AFI 36-3022, *Transition Assistance Program*

AFI 36-3109, *Air Force Aid Society*

AFI 37-132, *Privacy Act Program*

AFI 40-301, *Family Advocacy Program*

AFI 51-601, *Gifts to the Air Force*

AFH 32-1084, *Facility Requirements Handbook*

***Abbreviations and Acronyms***

**AFAS** —Air Force Aid Society

**AFFAM** —Air Force Family Matters

**AFI** —Air Force Instruction

**CAIB** —Community Action Information Board

**CFP** —Career Focus Program

**DoD** —Department of Defense

**DoL**—Department of Labor

**DP**—Director of Personnel

**DVA**—Department of Veteran's Affairs

**FLEP**—Family Life Education Program

**FSC** —Family Support Center

**FSP** —Family Services Program

**HQ USAF/DP**—Deputy Chief of Staff for Personnel

**HQ USAF/DPCH**—Human Resources Development Division

**MAJCOM**—Major Command

**NAF** —Nonappropriated fund

**OASD (FM&P)** —Office of the Assistant Secretary of Defense, Force Management and Personnel

**OPR** —Office of primary responsibility

**PCA** —Permanent change of assignment

**PEBLO** —Physical Evaluation Board Liaison Officer

**PFMP** —Personal Financial Management Program

**RACC** —Relocation Assistance Coordinating Committee

**RAP** —Relocation Assistance Program

**TACC** —Transition Assistance Coordinating Committee

**TAP** —Transition Assistance Program

**VEA** —Volunteer Excellence Award

**VRP** —Volunteer Resource Program

### *Terms*

**Core Programs**—Programs specified in this AFI requiring dedicated resources and resulting from identified issues and concerns important to the mission and common to individuals and families.

**Core Activities**—Generalized services which respond to the needs of leadership, individuals and families.

**Department of Defense (DoD) Personnel and Their Families**—This includes all military members, all services and Guard and Reserve on active duty, military retirees, DoD civilians, and their eligible family members.

**Family Life Cycle**—A predictable pattern of development and change as the individual and family matures and evolves over time.

**Attachment 2****COMMUNITY ACTION INFORMATION BOARD (CAIB) AND SUBCOMMITTEE MEMBERSHIP**

**A2.1. CAIB Membership.** Membership includes, as a minimum, Commander, Support Group; FSC Director; Chief, Public Affairs; Staff Judge Advocate; Director, Medical Services; Family Advocacy Officer; Commander or Director, Services Squadron; Family Member Support Flight Chief; Installation Staff Chaplain; Chief, Security Police; Base Civil Engineer; Chief, Social Actions; Senior Enlisted Advisor; Commander, Mission Support Squadron; Education Services Officer, Senior Reserve member, and President, First Sergeant Group.

**A2.2. CAIB Subcommittees:**

**A2.2.1. Relocation Assistance Coordinating Committee (RACC).**

A2.2.1.1. The installation commander establishes the RACC. The support group commander chairs the RACC. If delegated, the chairperson should not be lower than the deputy support group commander.

A2.2.1.2. RACC membership includes, as a minimum, representatives from the FSC, accounting and finance, chaplain's office, military personnel flight, services, youth flight, transportation, housing referral office, and medical services.

**A2.2.2. Transition Assistance Coordinating Committee (TACC).**

A2.2.2.1. The installation commander establishes the TACC. The support group commander chairs the TACC. If delegated, the chairperson should not be lower than the deputy support group commander.

A2.2.2.2. TACC membership includes, as a minimum, transition, relocation and career focus representatives from the FSC; separations and retirements representation from the military personnel flight; the Physical Evaluation Board Liaison Officers (PEBLO); and representatives from the education office, base medical facility, legal office, housing, traffic management, finance, civilian and non-appropriated fund personnel offices, library, public affairs, United States Departments of Veteran's Affairs (DVA) and Labor (DoL) (DVA and DoL participation in accordance with established memoranda of understanding).

**Attachment 3****DEPUTY DIRECTOR SELECTION CRITERIA**

**A3.1.** FSC Deputy Director Selection. The FSC deputy director performs duty in SDI 8C000. The deputy director is usually selected from local personnel resources, subject to HQ AFPC/DPAAD, HQ USAF/REPX or ANGRC (as applicable) approval. All requests for authority to permanent change of assignment (PCA) personnel to FSC deputy director duty should be submitted by the MPF through the MAJCOM to HQ AFPC/DPAAD6 or applicable headquarters. If a qualified local resource is unavailable, the MPF will contact the MAJCOM functional manager to identify eligible non-local candidates. DPAAD6 or applicable headquarters places the applicant or selectee for FSC deputy director in AAC 44.

A3.1.1. The FSC deputy director candidate requirements:

- Must be a volunteer.
- Must have exemplary performance history with the recommendation of the current commander.
- Must have at least 9 months remaining on station if in a short or split overseas tour area, or have at least 24 months at continental United States and overseas long-tour areas.
- Must be a MSgt-CMSgt. (The mission support commander may request a waiver and nominate a strongly qualified TSgt if a MSgt-CMSgt volunteer cannot be located.)
- Background in Human Relations field desirable

A3.1.2. Do not consider personnel in an overseas imbalance or chronic critical shortage Air Force specialty for the deputy director's position.

A3.1.3. HQ AFPC/DPAAD approves selected personnel in an overseas freeze status.

A3.1.4. HQ AFPC/DPAAD, HQ USAF/REPX or ANGRC (as applicable) approves deputy directors for two consecutive tours of duty in SDI8C000.



**Attachment 4****FAMILY READINESS COORDINATOR SELECTION CRITERIA**

**A4.1.** FSC Family Readiness Coordinator Selection. The FSC readiness coordinator performs duty in SDI 8C070. The readiness coordinator is usually selected from local personnel resources, subject to HQ AFPC/DPAAD, HQ USAF/REPX or ANGRC (as applicable) approval. All requests for authority to permanent change of assignment (PCA) personnel to FSC readiness coordinator duty should be submitted by the MPF through the MAJCOM to HQ AFPC/DPAAD6 or applicable headquarters. If a qualified local resource is unavailable, the MPF will contact the MAJCOM functional manager to identify eligible non-local candidates. DPAAD6 or applicable headquarters places the applicant or selectee for FSC readiness coordinator in AAC 44.

A4.1.1. The FSC readiness coordinator candidate requirements:

- Must be a volunteer.
- Must have an exemplary performance history with the recommendation of the current commander.
- Must have at least 9 months remaining on station if in a short or split overseas tour area, or have at least 24 months at continental United States and overseas long-tour areas.
- Must be a TSgt. (The mission support commander may request a waiver and nominate a strongly qualified SSgt if a TSgt volunteer cannot be located.)
- Background in Human Relations field desirable

A4.1.2. Do not consider personnel in an overseas imbalance or chronic critical shortage Air Force specialty for the family readiness coordinator's position.

A4.1.3. HQ AFPC/DPAAD approves selected personnel in an overseas freeze status.

A4.1.4. HQ AFPC/DPAAD, HQ USAF/REPX or ANGRC (as applicable) approves readiness coordinators for two consecutive tours of duty in SDI8C070.

**Attachment 5****GUIDANCE FOR AIR FORCE VOLUNTEER EXCELLENCE AWARD**

**A5.1. Award Description:** The Air Force Volunteer Excellence Award (VEA) was established to recognize federal civilians, family members, and military and federal retirees who perform outstanding volunteer community service of a sustained, direct, and consequential nature.

**A5.2. Award Eligibility:** Authorized by United States Air Force Chief of Staff, for federal civilians, family members and military and federal retirees who perform outstanding volunteer community service. To be eligible, an individual's service must be performed either in the local civilian community, or the military family community, and be of a sustained and direct nature. The volunteer service must be significant in character, produce tangible results and reflect favorably on the United States Air Force. To be awarded the VEA, eligible persons must be nominated by their supervisor in the form of a memorandum or by the voluntary agency for which they donated their service.

Approval authorities shall ensure the service to be honored merits the special recognition afforded by this award. The VEA is intended to recognize exceptional long term community support and not a single act or achievement. Further, it is intended to honor direct support of community activities. For the purpose of this award, attending membership meetings or social events of a community service group would not normally be considered qualifying service, while manning a community crisis action phone line would. The volunteer service may have been donated over time at another military installation or in a local civilian community. For example, long term service as a Family Services volunteer, Boy/Girl Scout leader, etc. The nominee must be performing services on a voluntary basis, not as part of a tasking, and may not result in any personal gain. This award will not be reflected in personnel records or earn promotion credit for federal employees selected to receive this award. The VEA may be awarded posthumously and when so awarded, may be presented to such representatives of the deceased as deemed appropriate by the commander.

**A5.3. Selection Board:** Award of the VEA shall be authorized by the United States Air Force on behalf of the Air Force Chief of Staff. This authority is delegated to wing commanders. The commander, at his or her discretion, may convene a board or establish another review process to screen and select award winners; however, the commander will retain final award approval. The approving authority shall certify that the individual meets all eligibility criteria and that service was honorable throughout the award period. Individuals may receive only one award of the VEA. Subsequent service may be recognized by local volunteer efforts. The awarding of the VEA is limited to no more than one award per quarter. However, commanders may choose the option of a semi-annual or annual award period.

**A5.4. Writing the Nomination:** Nominations will be one page (front only). Direct, fact-filled, results-oriented nominations are preferred. The nomination should emphasize the benefits realized by the volunteer service and include qualifying factors that are out of the ordinary. Some suggestions for consideration are: leadership and management, scope of responsibility, innovative and creative ideas, community involvement, initiative, and reliability. Nominators should be specific when giving the time frame of the accomplishment.

**A5.5.** Award Period: All nominations must be submitted in time to be reviewed so the award can be presented during National Volunteer Week.

## Attachment 6

## FAMILY SUPPORT CENTER

Figure A6.1. Core Activities and Programs.

